



MEETING MINUTES

March 2, 2006

Participants: Jim Dickey, Richard Gaar, Ken Sweet, Anna Shane, Olivia Guerrero, Rex Critchfield, Michael Hegarty, Jim Murphy, Mack Luckie, Marie Lopez-Rogers, Anna Maria Chavez, Cherie Campbell, Amy St. Peter, John Anderson

Absent: Mike Medora, Martin Ince, Brian Babiars, Maxine Leather, Susan Gerard

Staff present: Shandra Olsson, Gregg Kiely, Eileen Colleran, Rick Evans

I. Introductions

The meeting was called to order at 10:35 am and members introduced themselves.

II. Roundtable

Jim Dickey

Olivia provided a status on the Pinal Rides project. The coordinated training is now taking place. They are still working on the corridor pilots.

Jim Murphy stated that Pima County is including funding for reimbursement of drivers for seniors in their regional transportation plan that is coming up for vote.

Rex noted that DES has created a new Division of Aging and Adult Services so his division will be split. Community Services will continue to report to the DES Director and a national search is being conducted for the new division Assistant Director.

Anna stated that Rex was instrumental in creating the changes in DES to better address the needs of an ever increasing aging population.

Mike Hegarty noted that FY 06 grant proposals for Highway Safety are being requested.

Gregg noted that the Section 5310 grant application process was beginning.

Jim Dickey said that he expects to hear within one month about the second United We Ride grant proposal ADOT submitted.

John stated that ATA agreed to put up a \$50,000 match to Federal Transit money that is still available but communities were not able to come up with a local match.

III. Approval of December 19 minutes

Jim Dickey

The Council approved the minutes as written.

IV. 1-on-1 Meetings

Gregg Kiely

Gregg, Shandra, and Jim Dickey met with AHCCCS and DHS and went through AzRides and requested information about both agencies' services. DHS requested that Gregg present to the Regional Behavioral Health Authorities which he did early this week. Arrangements are still being made to meet with DES and Rex will arrange to also meet with the Interagency Council on Long Term Care, which spans several agencies.

V. Arizona Rides Staffing Jim Dickey

An offer was made for the new position but the individual declined.

VI. White Paper Presentations Rick Evans

Rick Evans reviewed the attached white papers on the following subjects:

Insurance
Vehicle Maintenance
Training

VII. AzRides Budget Issues Jim Dickey

Jim passed out the budget for running this program.

VIII. Call to the Public Jim Dickey

There were no public comments.

IX. Agenda Items/Meeting Schedule

Suggested agenda items include:

Overview of LTAF/Description of how the funding is used
Pinal Rides Update
Discuss potential of charitable foundation grants
Begin work on developing coordinated training
Continue discussions on vehicle maintenance
Have someone from Dept of Insurance and SSCIP to discuss insurance issues

The meeting schedule for 2006 is as follows:

Thursday, May 4 - 10:30 to 12:30
Thursday, July 6 - 10:30 to 12:30
Thursday, Sept 7 - 10:30 to 12:30
Thursday, Nov 2 - 10:30 to 12:30



Coordination Opportunities for Vehicle Insurance

National Scene

Insurance is a risk management tool that helps organizations protect themselves from catastrophic loss. In return for premium dollars received, insurance companies pay for losses sustained, minus deductibles.

The type and level of insurance is based on an assessment of risk or potential losses, using actuarial experience. Given past loss history, as well as considerations for potential losses, insurance companies decide whether to cover a risk, and at what cost. Providing coverage for public or specialized transportation is not an attractive market from an insurance company point of view. This is because there is a high exposure to risk, based on vehicle miles traveled, and because the potential for catastrophic losses with passenger accidents. Therefore, even if an agency has a positive safety record, premiums may seem high. The potential for high jury awards, in the case of accidents on a public or specialized transit vehicle, must be considered.

Another factor is how insurance companies use the revenue they receive from premium payments. Insurance companies are investors. When the stock market does well they may be less concerned in making money through premiums so their premium rates may not be as competitive. When the stock market is not doing well their premium rates may be more competitive because they may want or need your premium dollars to stay remain financially successful. Historically, there is a cycle in terms of tight insurance availability and cost, just as there is a cycle in the stock market.

In order to moderate the fluxuations of insurance availability and cost, in the 1990s there was considerable interest and analysis nationwide in the concept of insurance pooling for transit and specialized transportation agencies. A few states established insurance pools. However, the number of pools created was relatively small. Three reasons stand out. First, because insurance is regulated at the state level, state enabling legislation is required to create a pool. If a state doesn't allow insurance pools, they cannot be created. Second, an effective pool requires a large number of vehicles. Sufficient premium volume is needed to justify a discount. Many large transit agencies self-insure. As a result they typically don't participate in pooling arrangements. Even if all the remaining agencies participated in a pool there is usually not enough premium to justify a discount from the insurance company point of view. Third, compounding that issue, is the fact that insurance companies don't include public transit and social service transportation agencies in the same category for underwriting. They therefore are not receptive to including them in a single pool. Issues include charging a passenger fare versus not, public versus nonprofit status, and other considerations. For these three reasons most states do not have organized pools. Those that do typically segregate the types of agencies participating in the pool or pools.

Arizona Scene

In Arizona, insurance coverage for public and specialized transportation is consistent with national experience. The largest transit providers in the state self-insure, and are therefore not available to participate in a transportation pool. Most other agencies providing transportation participate in one of three existing insurance pools. These pools, however, are organized around agency type, with transportation included as one among many risks being coverage. The three existing pools are:

Arizona Municipal Risk Retention Pool (AMRRP) – Other than the largest cities, who self-insure, most municipalities participate in this pool. As with the other two pools listed below, transportation is included among a range of other activities.

Arizona Counties Insurance Pool (ACIP) – This pool is similar to the municipal pool but is created specifically for counties.

Social Service Contractors Indemnity Pool (SSCIP) – This pool includes approximately 30% of the social service agencies in Arizona. Social service agencies are a less cohesive group and tend to participate in SSCIP, or not, based on cost comparisons with independent insurance agencies.

In addition to insurance coverage, each pooling arrangement includes risk assessment and risk control programs.

In order to assess current issues regarding insurance and the potential for insurance coordination among agencies in Arizona who provide transportation services, a sample survey was conducted. The following summarizes the findings of this informal sampling of municipal, county and social services agency transportation providers.

- The county and municipal transportation providers surveyed are “very satisfied” with insurance availability, coverage levels and cost. Most social service agencies, however, are considerably less satisfied, particularly due to perceived high cost.
- The premiums currently paid by social service agencies are virtually the same as those paid by municipal and county providers, roughly \$2,100 per vehicle per month.
- Municipal, county and social service agency insurance programs provide risk control services to help agencies manage risks. Pool administrators, as well as individual insurance companies, offer risk assessments and training program assistance as added services.

While these summary findings provide insight into the existing situation for transportation providers in Arizona, a more thorough survey should be done to validate these findings.

Technical Program Elements

Insurance considerations which affect public and specialized transportation providers, include the following.

- In Arizona, the State as well as agencies providing transportation have taken steps to protect themselves from the negative effects of the fluctuations of the insurance market. Insurance pools exist which providers can join.
- Participation in an insurance pool helps spread the risks associated with the provision of transportation services. The pools also include risk prevention programs which can help providers manage their risks.

- Social service agencies providing transportation are less satisfied with the cost of insuring their vehicles than are municipalities and counties, even though the costs per vehicle per year are comparable.

Coordination Options

There are several coordination options for vehicle insurance in Arizona. However, none appear to offer immediate dramatic results. Nevertheless, they are worth further consideration. The coordination options examined are classified into three categories; sharing vehicles among agencies, carrying non-agency riders, and pooling to achieve better insurance coverage at lower cost.

Sharing vehicles among agencies - Sharing vehicles among agencies is possible, although it is not likely without specific safeguards. In Arizona, as in others states, insurance coverage follows the vehicle. This means that regardless of who uses the vehicle, the insurance policy of the agency owning the vehicle covers any damages or personal liability associated with operating that vehicle. An agency loaning a vehicle to another entity is exposed to any risk the operation of that vehicle will incur. As a result, an agency willing to loan out a vehicle may require that either its own drivers be used or that any non-agency drivers meet the same training standards as its own drivers. This could include meeting Federal Transit Administration (FTA) drug and alcohol testing requirements if the loaning agency is a public transit operator using FTA 5311, 5307 or 5309 funding. Sharing vehicles among agencies, therefore, may be more likely by nonprofit agencies not using these funding sources.

Carrying non-agency riders - Agencies providing public transit services carry the “general public,” which of course includes the clients of other agencies as well as anyone else seeking transportation service. Therefore, this issue is more common among social service agencies, when one agency is asked to carry the clients of another agency. Generally, social service agencies carrying the clients of another agency would require the concurrence of the insurance company of the providing agency. While carrying other agencies’ clients may be acceptable on an incidental basis, any on-going arrangement would likely require insurance agency concurrence. This is particularly true if money changes hands. When payment for services occurs, the service becomes “livery service” which falls under different, and usually more expensive, insurance coverage.

Pooling to achieve better coverage at lower cost – Virtually every public and specialized transportation provider would like better insurance coverage at lower cost. Pooling is looked to as a means to achieve this goal. Unfortunately, current pooling arrangements in Arizona may have already tapped the benefits of pooling to a large extent. As previously stated, in order to realize the benefits of pooling, a large number of vehicles needs to be included in a pool. The largest public transit operators in Arizona, as in other states, self-insure and therefore are not available to be included in a new potential transportation agency pool. Another issue is the fact that insurance carriers don’t like to include public and specialized providers in the same pool (for reasons previously cited). Another issue is fact that transportation providers are not a desired risk from the perspective of insurance companies so separating passenger transportation vehicles from broader agency-wide coverage may actually increase the cost of insurance.

Advantages and disadvantages of insurance pooling options are presented below.

Option	Advantages	Disadvantages
<i>Individual Agency Policies (not in a pool)</i>	Flexibility to shop for the best coverage and rates. Most relevant to social service	Little potential advantage for cities and counties, given current pools. May or not yield lower rates for

	agencies.	social service agencies, depending on the insurance market.
<i>City, County, Social Service Agency Pools</i>	AMRRP and ACIP appear to provide significant advantages for cities and counties. SSCIP provides stability and a last resort option for social service agencies.	Having separate pools for cities, counties and social service agencies may limit coordination. Given lower participation rates, SSCIP may have less bargaining power to keep rates low.
<i>Create New Transportation Pool</i>	Could facilitate coordination among agencies providing transportation.	Would require state enabling legislation. May result in insurance cost increases Managing a diverse pool may be challenging. Largest transportation providers may continue to self-insure and therefore not participate in the pool.

Based in this assessment, it appears the best option is to maximize cost savings and coordination opportunities available from the existing pooling arrangements.

Arizona Applications

- Encourage and develop coordinated risk prevention activities. These include driver training (see Driver Training paper), risk assessments, safety and security programs, and vehicle maintenance programs (see Vehicle Maintenance paper).
- Continue to pursue vehicle sharing and carrying other agencies' riders as feasible. Intergovernmental agreements can be developed to facilitate vehicle sharing, given the need to assure equivalent driver standards.
- Efforts should be made to work with funding agencies to allow (incidental and other) sharing of riders on services provided through federally funded programs (e.g., Older American's Act, mental health). Consideration should be given to expanding service coordination among agencies receiving FTA 5311 and FTA 5310 funds.
- There appears to be potential benefit in bringing together representatives of the AMRRP, ACIP and SSCIP to discuss potential strategies to alleviate barriers to vehicle and rider sharing.



Coordination Opportunities for Maintaining Transit Vehicles

National Scene

A primary responsibility of an agency providing transportation service is to ensure that the vehicle will provide:

- Reliable service that is on time, has limited interruptions due to breakdowns and road calls, and operates with the wheelchair lift in good working order.
- Safe, well-maintained vehicles that meet or exceed safety standards are important for the rider, transit driver, and other drivers on the road.
- Clean and comfortable vehicles with clean interiors and exteriors, seating in good condition, including wheelchair securement, and functioning heating and air conditioning systems during the appropriate season.

These conditions must be met within budgetary constraints and with often limited resources in terms of trained mechanics and full-service vehicle maintenance shops. This is especially difficult in rural areas. The challenge of finding qualified maintenance service for both maintenance and warranty work is significant. In smaller towns and cities, it is not reasonable to expect local garages and repair centers to have the specialized training needed for transit vehicle repairs.

While larger systems may have a staff person in charge of maintenance, the transit manager in smaller systems may also oversee the maintenance program. A dispatcher or lead driver is often assigned to monitor daily vehicle inspections in addition to scheduling service and driver shifts. Additionally, a mechanic trained in maintaining only buses is the exception. Recordkeeping of maintenance services, by vehicle and fleet, is an on-going challenge.

In response to the recognized need to support maintenance activities, the Community Transportation Association of America (CTAA) has developed a Vehicle Maintenance Management and Inspection (VMMI) training program. This three-day certification program addresses principles of vehicle safety inspection, DOT/Federal Motor Carrier Safety Regulations, maintenance cost centers, effective forms and reporting, manufacturers' standard and expectation, and outsourcing maintenance. Available at multiple locations nationwide throughout the year, CTAA will schedule local programs for \$4,500 plus instructor expenses to train a maximum of 20 participants.

Arizona Scene

There are fifteen Section 5311 general public transit agencies serving rural Arizona. The Section 5310 Elderly and Disabled Transit program has funded 400 vehicles statewide that provide more than 750,000 passengers trips per year. Additional services are provided by other programs operated by non-profit organizations. These operations all face the challenge of finding trained mechanics and locally available parts/supplies to maintain the vehicles. Specialized equipment such as wheelchair lifts and electronic transmissions requires specific tools and training to maintain.

Arizona transit agencies depend primarily on two coach/bus distributors, Arizona Bus Sales and Auto Safety House (ASH). Both headquarters are located in Phoenix, with ASH providing satellite service in Tucson and Holbrook. This means that warranty work and/or parts supplies may not be available locally. However, many transit vehicles are built on chassis from Ford or Dodge; local dealerships are often able to assist with repairs and warranty work.

Technical Program Elements

Components of a maintenance program include:

- **Preventive Maintenance:** Often referred to as "PM," this component is the practice of scheduling certain types of routine maintenance at specified intervals. Scheduled service is typically based on mileage, but hours of service and other usage criteria can also be used. All FTA grant programs require a written PM plan that is consistent with manufacturers' minimum maintenance requirements. PM schedules are progressive. For example, a light duty transit bus could be scheduled for an oil change every 3,000 miles, tire rotation every 6,000 miles, and transmission fluid services every 24,000 miles. A complete power train/component check should be conducted annually or at 30,000 miles. Each subsequent inspection is more thorough than the previous one until the cycle repeats. Consistent service intervals minimize the number of times the vehicle has to go in for maintenance work and can improve labor efficiency.
- **Repair/Body Work:** This service is required when mechanical repair is necessary or following an accident. The time a vehicle is out of service for repair/body work has a significant impact on operations. Repeated failure of components, such as air compressors or air conditioners, must be tracked. Wheelchair lift maintenance is a chronic challenge for all transit operators.
- **Warranty Management:** Many transit vehicles are covered by manufacturers' warranties. It is critical that agencies have complete files and an understanding of the warranty benefits.
- **Information Management:** No matter how many vehicles are in the fleet, written records must be maintained. Mileage driven must be coordinated with PM schedule and a history of the vehicle maintained. In addition to general budget requirements, vehicle records are critical to identifying repeated component failures. A simple spreadsheet can track service schedules for fleets of less than 20 vehicles. Fleet management software cost from \$1,300 to \$30,000 and are often not practical due to extensive training and installation efforts and annual maintenance requirements.
- **Parts/Supplies Inventory:** Any transit operation must have a reliable source for items such as tires, parts, and other supplies. It is often possible to obtain some sort of governmental/bulk discount based on annual purchases.
- **Maintenance Facility/Storage:** It is important to consider where a vehicle will be maintained and that the facility has the room and equipment to properly complete the maintenance. Storage facilities in Arizona, in addition to securing vehicles from vandalism, are designed primarily to protect vehicles from sun deterioration.

Commonly reported maintenance cost components include labor, parts, supplies, towing and fuel expenses. When related to vehicle mileage and other usage factors, these elements can be used to develop performance reports. Summary reports often address vehicle mileage, fuel consumption and efficiency, road call summary and maintenance. Development of these management reports provides critical information to identify potential mechanical trouble spots and control costs. Larger fleets should develop information that compares performance by vehicle type.

Coordination Options

Transit drivers are the front line in the maintenance of vehicles. They conduct pre-trip inspections and report potential mechanical malfunctions. Routine services, such as fluid changes, tire maintenance, and headlight/wiper replacement, can be completed with a minimum of staff and requires little specialized training. However, smaller transit agencies need to contract out some of the vehicle maintenance components. Air conditioning, wheelchair lifts, and drive-train maintenance require skilled mechanics and specialized tools. Recent trends for electronic diagnostics and adjustments have increased the need for specialized maintenance equipment and skills.

Opportunities for coordination of maintenance services are sensitive to local circumstances. For example, Vista Transit in Sierra Vista partnered with Public Works and Refuse Services in building the Pedro Castro Transit and Maintenance Facility. This state-of-the-art building includes administrative offices and a bus maintenance facility. The City of Sierra Vista has opened its fleet services to other governmental agencies. For example, the City of Bisbee has an Intergovernmental Agreement with Sierra Vista to maintain the Bisbee Bus vehicles.

On the other end of the spectrum is Ajo Transportation. Ajo, located 100 miles south of Phoenix, has no automobile dealerships and only one small independently owned garage. Contract providers, primarily in Phoenix are used for major component repairs. To support maintenance services, the transit manager uses several industry developed tools such a Truck Tracker to monitor preventive maintenance and J. J. Keller forms for pre-trip inspection and maintenance documentation.

The advantages and disadvantages of coordinating maintenance services include:

Option	Advantages	Disadvantages
<i>Individual Agency Responsible</i>	Direct control over timing of repairs and costs.	Potential lack of expertise in specific maintenance areas. No garage space available or underutilized space/equipment.
<i>City/County Public Works Fleet Service</i>	Have trained staff and adequate facilities. Computerized management system available. Shared cost of equipment/tools.	Buses are notorious for getting "second-class" priority vs. other city/county fleet vehicles.
<i>Contract Service</i>	Avoid investment in repair facility. Gain technical expertise without additional hires. Negotiate contract/volume rates.	Need to deal with several vendors. Distance/scheduling of work. Warranty restrictions. Charged at standard shop rates.

Arizona Applications

Urban transit agencies - Valley Metro in Phoenix and Sun Tran in Tucson – have professionally staffed maintenance programs. In Flagstaff, the Mountain Line has offered to assist the nearby Hopi Senom Transit service by providing some maintenance services under contract. Several locations, including Bullhead City (BATS) and Sierra Vista (Vista Transit) have large, well-equipped and staffed maintenance facilities to support maintenance. Where a municipal maintenance facility is available, coordination is a reasonable solution.

The most difficult situations to address are smaller fleets (1-6 vehicles) and operations in isolated rural locations. Several strategies may be useful to support coordination for these operators:

- Work with major vehicle distributors/suppliers to set up specialized training for mechanics, specifically for wheelchair lift maintenance, on a regional basis.
- Work with major vehicle distributors/suppliers to provide sample preventive maintenance schedules for specific buses, including progressive maintenance requirements. These are often referred to as "A," "B," and "C" level Checklists.
- Provide a listing of companies specializing in preparing standard forms for transit operators.
- Organize and provide a packet of standard forms for maintenance records to transit operators. Included would be sample forms for pre-trip inspection, tire rotation/wear history, etc.
- On a COG level, survey maintenance requirements of transportation providers. Identify potential for joint purchase of tires, parts/supplies etc. that may qualify for volume discount or reduced mechanic rates.

Coordination strategies generally focus on maximizing the use of available resources. Most strategies lead to significant reduction in per trip operating costs, increased service availability, and/or higher quality services. Coordination of maintenance service will result in reduced operating costs and/or increased reliability of vehicles resulting in an overall improvement in service quality.



Coordination Opportunities for Training Transit Operators

National Scene

Training is a key to providing a safe and customer friendly-transit experience. Drivers must be trained in safe vehicle operations, including vehicle pre-trip and on-the-road driving skills. Customer service skills, generally measured by passenger satisfaction, must address special services for the elderly and persons with disabilities. Front-line staff and management also benefit from specialized training. While the majority of coordination strategies focus on enhancing efficiencies of operations by transportation service providers, there are many opportunities to share technical expertise and information needed to support operations.

A series of training programs focused on the needs of rural transit agencies has been developed and supported by several professional associations. The Community Transportation Association of America (CTAA) has led the way in developing training specifically for operators providing transit in small and rural communities. Trainings available, often accompanied by a certification program, include:

- Passenger Service and Safety (PASS) Provides drivers with passenger assistance techniques, sensitivity skills and emergency preparedness.
- Certified Community Transportation Supervisor (CCTS) Provides front-line supervisors core skills in human resources, operations and safety management.
- Professional Dispatching and Scheduling (PDS) Provides operating personnel with techniques to maximize efficient delivery of demand-responsive transportation.
- Certified Community Transit Manager (CTM) Provides transit managers with skills to manage a comprehensive and dynamic community transportation system.
- Certified Transit Program Administrators (CTPA) Developed in partnership with American Association of State Highway and Transportation Officials (AASHTO), certifies state agency personnel with skills for implementing public and community transportation grant programs
- Certified Training and Safety Reviewer (CTSR) Conducts reviews to identify local agency competence in critical components of a safety and security program.

These training programs are available at multiple locations nationwide throughout the year. The fee for CTAA to present local programs ranges from \$3,000 to \$4,500 plus travel and expenses for the trainer.

Other training programs organized at a national level include National Safety Council Driver Improvement/Defensive Driving as well as American Red Cross First Aid and CPR trainings. Many communities have resources available to provide training. Digital and on-line training are also an option.

An important component of transit training is the Rural Transit Assistance Program (RTAP) that provides a source of funding to assist in the design and implementation of training/technical assistance projects and other support services tailored to meet the needs of transit operators in nonurbanized areas. RTAP has both state and national program components. The state program provides an annual allocation to each

state to develop and implement training and technical assistance programs in conjunction with the State's administration of the Section 5311 formula assistance program. Arizona receives approximately \$225,000 from this program annually.

Arizona Scene

Current training programs representative of rural Arizona public and specialized transportation operators include:

- *Vista Transit*, Sierra Vista, (Operated as Division of City Government) Utilizes many training resources available for other city jobs involving driving skills such as Public Works and Police/Fire Departments. For example, the Human Resource Department conducts annual training/certification review for Defensive Driving, a specific city policy is available for accident management, and centralized CDL testing is provided.
- *Bisbee Bus*, Bisbee (Operated by Catholic Community Services (CCS) under contract to City of Bisbee) CCS provides training to transit drivers utilizing a well-developed policy and training schedule. This plan is also used for other human service programs requiring driving responsibilities. Several PASS trainers are on staff and training includes a strong element for organizational issues to support consistent operation of vehicles used in all programs.
- *Pinal-Gila Council for Senior Citizens* (Non-profit providing services under Older Adult Act to multiple senior centers) Individual senior centers manage local transportation programs. Training opportunities, specifically Passenger Assistance and Safety are provided by central staff.

A newly approved resource of the ADOT-Public Transportation Division is the position of Training Officer. The job position has been advertised over the past month and is expected to be filled by March 2006. Responsibilities of the position, graded as a Training Officer II, are to:

"Develop, implement and evaluate an overall training program for Rural Public Transit, Elderly and Persons with Disabilities Program, and public transportation employee development needs. This position will perform needs assessments, write performance based training objectives, develop lesson plans, and maintain a training library of current training course materials. This position will instruct various technical training courses and/or find the resources needed to provide the required instruction. Additionally, this position will evaluate student performance and make recommendations for additional training when necessary. Candidates qualifying for the position are required to have a bachelor's degree in education, public administration or business administration, along with 2 years training experience is preferred."

Technical Program Elements

While training must be responsive to local needs, there are important common elements of any training program for agencies providing transportation. While the majority of training focuses on drivers, training support must also be available for related staff functions such as dispatching and administration. A complete training program should address organizational issues, driving skills, passenger relations, safety/crisis management, as well as other local issues.

- Organizational issues address agency-specific elements such as organization structure, personnel policies, and mission and values. For transit operations, training in the area of compliance with the federally mandated drug and alcohol programs must be included.
- Driving skills include vehicle orientation, pre- and post-trip inspections, as well as on-the-road skills testing. Specific curriculums have been developed on the national level to address defensive driving skills and passenger service and safety (PASS).
- Passenger relations and customer service must be addressed. This is especially critical given the number of elderly and persons with disabilities that utilize transit service.
- Safety/Crisis management, including competence in emergency procedures and accident response, are important training elements. This may include first aid training in rural areas.

Vehicle evacuation procedures must also be included. Over the past five years, the need for security management has become increasingly important. Training in this area addresses response to catastrophic weather related situations (heat, earthquake, tornado, etc.) and other threats (chemical spills, suspicious letters/packages, etc.) This training often includes a critical threat and vulnerability assessment.

One of the critical components to training for transit agencies is to understand how adults learn most effectively. Adult learners need to know the purpose of training, see a personal connection to training, and know how it will influence them on the job. They need to know how they are expected to use the training on the job and have both a positive training and field experience.

In the work place, adults need to know why the training they are undergoing is important. Both in the “sign up” stage and at the beginning of training, instructors need to be clear about the purpose of the training.

Key elements of organizing a training program include scheduling, presenting, and follow-up/recordkeeping. Due to liability and insurance requirements, it is essential that a signed record be maintained of all training conducted.

Transit training focused on new-hires must be considered in addition to updating skills for continuing employees. New-hires, in addition to competence in basic driving skills, must understand the additional requirements of assisting seniors and persons with disabilities. An effective tool for updating and retraining drivers is selecting driver coaches from veteran, safe drivers and teaming them with less experienced drivers.

Recent advances in training methods have facilitated the flow of information to smaller agencies. Self-instruction available through video presentations, web-based training, and CD-Rom interactive training is readily available through CTAA and other government-supported training development programs.

Coordination Options

Advantages and disadvantages of options for coordinating training include:

Option	Advantages	Disadvantages
<i>Individual Agency Training</i>	Schedule to meet local staff needs. No travel required. Specific to local needs.	Most agencies too small for staff to effectively manage. Difficult to get professional training materials.
<i>Programs Specific Training (i.e. 5311 Agencies, Senior Centers only)</i>	Training specific to program requirements. Share common problems/training needs. Share experiences/successes	Extensive travel for centralized training. Difficulty in scheduling staff time.
<i>Countywide Coordinated Training</i>	Minimize travel/staff hours. Local problems addressed.	Mix of training needs. Need to address different rider groups. (general public vs. program clients) No designated staff to administer.
<i>Regional/ COG Training</i>	Regional COG staff administers. Minimal distance/time commitment.	COG may not have resources to administer. Must tailor to multiple agency needs.

A hybrid solution is recommended. "Train the Trainer" and certain certification courses could be provided on a state level, while many of customer service and driver skills training could be developed on a regional or county level.

Arizona Applications

For the *Pinal Rides* coordination project, a phased training program was developed. Initially, four training topics were identified as needed by all transportation providers. These trainings, which will include some type of certification process, will be scheduled once a quarter at a central location. The areas to be addressed on a quarterly basis include:

- Defensive Driving (National Safety Council Certification Course)
- Drug and Alcohol Awareness and Compliance
- PASS (Passenger Service and Safety)
- Safety and Security

Other training information can be provided on additional topics through a variety of mechanisms. Driver training tapes on a wide variety of topics have been distributed over the past years by ADOT as part of the Section 5310 and 5311 programs. Existing staff, with other program responsibilities, will provide the training. Staff assigned as trainers will need support in this important job. To provide this support, a Trainer's Manual for Pinal County Transportation Providers has been prepared to provide information about effective adult training and to help develop training sessions that are beneficial and interesting to those who attend.

The opportunities for coordinating training for transportation service providers in Arizona will be significantly enhanced by the addition of the Training Officer to the staff of ADOT-Public Transportation Division.